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10 APR 1959

MEMORANDUM FOR: Acting Deputy Director (Support)

SUBJECT : Agency Graphic Facilities Within the Departmental Headquarters

This memorandum contains recommendations submitted for your approval. Such recommendations are contained in Paragraph 4.

1. THE PROBLEM

- a. To determine Agency assets within the Departmental Headquarters in the Graphics-- [] Field by organizational component, physical location, T/O or staffing complement, and on duty strength.
- b. To ascertain the average workload of those components in terms of type of activities conducted and for whom services are performed.
- c. Determine what economies in personnel and/or space can be obtained currently and for the new building.

2. FACTS

- a. Within the Departmental Headquarters there are currently eleven (11) Graphics facilities plus one (1) Illustrator assigned to full time to the National Indications Center at the Pentagon building. The T/O or staffing complement for these facilities provides for 55 positions compared with current on duty strength of 55 employees. (See Tab A)
- b. Office of Special Support Assistant, DD/S []
(Item 1, Tab A)

The [] has on duty seven (7) employees with responsibility for the graphics support of Clandestine Services components which include the maintenance of an operation room,

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preparation of large scale presentations, special materials for exhibit and/or training purposes, and graphic materials for inclusion in brochures and publications. The following data represent a percentage breakdown of customers based on 4 month average for 1958:

	<u>Percentage</u>
DD/P	29.2
DD/S:	
Security	7.9
Commo	6.7
SSA	4.2
Personnel	3.8
Management	3.6
Commercial	2.6
Medical	1.2
Audit	.4
Logistics	.2
DCI	7.2
Support Guidance, Research,	33.0
Administration and Leave	<u>100.0</u>

c. Office of Training/Support Staff [redacted] (Item 2, Tab A)

The [redacted] has on duty six (6) employees and performs exclusively for OTR in the preparation of graphics materials in support of Agency courses. The materials prepared are to a large extent similar in technique to those prepared by SSA [redacted] but with the availability of a mechanically equipped woodworking shop increased emphasis is placed on dioramas, montages, three dimensional and exhibit materials. A close liaison is maintained between the instructors and the personnel [redacted] to ascertain the need for and effectiveness of presentation materials accompanying instructional courses.

d. Office of Logistics/Admin Staff, Support Branch (Item 3, Tab A)

The Support Branch has on duty three (3) employees with responsibility for the graphic support for the Office of Logistics. The materials prepared are for use in instructional courses and for the greater part the same type of graphics produced in b and c above. Increased emphasis in this branch is placed on the preparation of animated material, view-graph and slide materials made possible by the expansion of physical facilities. In addition the Support Branch has the facilities

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of silk-screen process equipment which is used predominately in the preparation of [] posters and various Agency advertising media. It is estimated that approximately 15% to 20% of the workload of this Unit is overt in nature and could be accomplished outside the Agency. The following data represent a percentage breakdown of customers based on average workload distribution for 1958:

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	<u>Percentage</u>
Office of Logistics	75.5%
Management	6.5
Personnel	4.0
Comptroller	9.7
Security	.7
DD/S	1.1
DD/P	.3
OTR	.5
DCI	1.7
	<u>100.0%</u>

e. Office of Personnel/Records and Services Division, Statistical Reporting Branch (Item 4, Tab A)

The Statistical Reporting Branch has on duty one (1) Illustrator producing visual materials confined to organizational and statistical charts reflecting personnel data. The employee is also responsible for the preparation of the monthly personnel report prepared in graphic form for the DD/S. This project together with display charts reflecting personnel data comprises the entire activity of this Graphics Unit. Work accomplished is exclusively for the Office of Personnel for use in briefings or discussions where graphic aids are required. Fluctuations in workload cause some slack time which is estimated at approximately 10-15%.

f. Office of Basic Intelligence/Publications Division (Item 5, Tab A)

The ten (10) graphics personnel on duty in the Publications Division are used exclusively in the preparation of graphics materials for inclusion in the National Intelligence Surveys. Graphics assistance is rendered to contributing chapter members where such facilities are not available. Reviews and corrections when necessary are made to graphics submitted by contributing members in order to comply with predetermined standards for NIS publications. No other graphics functions are being accomplished within the Publications Division.

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g. Office of Current Intelligence/Production Staff, Graphics Division
(Item 6, Tab A)

The Graphics Division in OCI with nine (9) employees on duty is the result of consolidation of graphics personnel within the DD/I Area. This Division is responsible for the preparation of large scale visual materials and graphics for inclusion within current publications. The deadlines imposed on the Graphics Division are extremely stringent and require round-the-clock staffing. The predominant workload is for the DCI (including NSC), to fulfill requests of Presidential Assistants and for OCI publications. The following is a percentage workload distribution based on average month:

	<u>Percentage</u>
DCI (including NSC)	20.0%
Presidential Assistants Request	15.0
OCI	35.0
OSI	10.0
ORR	5.0
Other DD/I	10.0
Other Agency	5.0
	<u>100.0%</u>

h. ORR/Cartographic Division [redacted] (Item 7, Tab A)

[redacted] four (4) employees on duty is primarily responsible for the preparation of fine line drafting and cartograms which are included within the Economic Research Area publications. [redacted] produces no visual materials for exhibit nor does it prepare any materials for use in instructional courses. The personnel assigned [redacted] are trained cartographers and the applications of cartographic techniques are reflected in the finite details of the graphics included in ORR publications.

i. Photographic Intelligence Center/Technical Services Division,
Graphics Analysis Branch (Item 8, Tab A)

The Graphic Analysis Branch has five (5) employees on duty with responsibility for the preparation of highly sensitive materials (Predominantly cartographic) in support of the mission of the PIC.

j. National Indications Center (Item 9, Tab A)

The one illustrator assigned from the Agency is responsible for preparation of graphics for the National Indications Center which

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include intelligence and operational materials for use by the Watch Committee.

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l. Technical Services Staff/Plans and Training Group. (Item 11, Tab A)

One individual is currently assigned to the Plans and Training Group and is working exclusively for TSS in the preparation of normal types of graphic/visual materials for use in instructional courses covering TSS type activities. The materials produced are similar in type to those prepared by b, c, d and e above.

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3. DISCUSSION

The paragraphs on Discussion and Recommendations will be divided into two parts in order to provide for the currently disbursed physical locations of Agency components and to cover aspects of the new building scheduled for occupancy in 1961.

a. Current Locations

- (1) Of the 12 Graphics functions within the Departmental Headquarters of the Agency the four (4) Units within the EO/S Area (Items 1, 2, 3, and 4, Tab A) and the TSS/Plans and Training Group facility (Item 11 Tab A) are engaged in activities of a similar nature. They are staffed with Graphics personnel with varying skills and capabilities and are performing similar functions for the respective organizations to which they are assigned.

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- (2) While a detailed analysis of workload and manpower utilization was not conducted at each of the Graphics facilities, a preliminary examination reflected that each of the units appeared to have sufficient workload to justify the on-duty strength.
- (3) Standards for Agency Graphics were not in evidence (with the exception of NIS publications) and no interchangeability of personnel exists between these units for the adjustment of workloads. The type of work performed by these components depends to a large extent on the capabilities of the personnel on duty.
- (4) Legitimate requestors having no Graphics facilities attached to their organization contact one or all of these units for assistance and generally have to be satisfied with a second best position on the priority list.
- (5) Duplication exists in the preparation of supply requisitions for expendable materials and each unit is equipped with the more costly items of graphics materials (air brush, instruments etc.). Much of the non-expendable equipment is not in constant use but has been procured by each installation for use when and as needed.
- (6) Due to the sensitivity and the nature of activities performed, the following graphic units are recognized to be directly related to their respective parent organization:

FIG/Graphic Analysis Branch	(Item 8 Tab A)
National Indications Center	(Item 9 Tab A)
FP Staff/Art Branch	(Item 10 Tab A)
TSS/Graphic Arts, Art Branch	(Item 12 Tab A)

- (7) Disbursed units of graphics personnel do not provide opportunities for employees to acquire additional training and experience that could be possible through a consolidation of talents, better utilization of on-duty strength and proper professional supervision.
- (8) Not-with-standing the problems of individual organizational priorities, physical disbursement of locations and the exercising of command functions; the above facts indicate intangible assets to be gained from the consolidation of graphic units within the DD/S (as indicated in paragraph (1) above) in order to provide a more efficient, effective graphics facility.

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SECRET**b. New Building**

- (1) The proposed plan for the new building provides for seven (7) locations for Graphics/Visual Aids personnel:

<u>No. Unit</u>	<u>Organization Components</u>	<u>Floor Location</u>	<u>Sq. Ft.</u>	<u>No. Pers.</u>
1	OER/Instructional Service Branch	Ground	350	2
2	OER/Carto. Chart & Graphic 	Ground	750	4
3	OER/Publications Division	Second	900	10
4	OER Special Support Branch (Cartography)	Third	875	5
5	SHA. DD/S Visual Aids 	Third	2500	8
6	DD/P, PP Staff, Art Branch	Third	625	5
7	OER/Production Staff Graphics Division	Seventh	<u>1375</u> 7375	<u>2</u> 43

The seven (7) locations provided above include a sub-installation of OER/Cartographic Division (unit number 4) which could be combined with the main Cartographic Division (not included above) to reduce the total number to six (6).

The building plans do not include any special provisions for OP/Records and Services Division, Stat. Rep. Br. graphics beyond working area for one employee and therefore not included above.

These adjustments bring the total of graphics/visual aids units back to seven (7) locations within the new building.

OER will create a sub-installation of graphics to support these OER components within the new building increasing the total number listed on Tab A to thirteen (13).

In summary, of the thirteen (13) graphics facilities seven (7) (6 listed on Tab A plus OER in part) will be in the new building and six (6) (5 listed on Tab A plus OER in another part) will be located elsewhere.

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- (2) It is extremely difficult to ascertain the exact cost of the equipment and permanent type fixtures essential to equipping the seven (7) locations within the new building, the costs are included within the over-all estimate for the construction of the building. It is indicative, however, that each of these locations will be supplied with increased lighting facilities in terms of (100 ft. candle power as compared with 50 ft. used elsewhere) plus additional lighting fixtures. These installations will have specially constructed vaults and acoustical treatment of the walls and ceilings to deaden noise. Extra facilities will also include additional electrical outlets, specially constructed areas for spray rooms and for other equipment, exhaust systems, sinks and plumbing fixtures together with essential water and disposal lines.
- (3) According to the schedule of space requirements prepared by the Office of Logistics as of 13 May 1958 there will be in the new building [redacted] in a net area of [redacted] or an average of [redacted] per person. 25X1
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- (4) The Bureau of the Budget has set a maximum for government buildings of 150 sq. ft. per person on an over-all basis to include the larger consumable areas such as printing etc. A conservative estimate is that the average office type employee will require approximately 65 sq. ft. per person.
- (5) The seven (7) locations within the new building will occupy 7,375 sq. ft. for 43 employees or an average of 171 sq. ft. per person. this rate is [redacted] over the building average of [redacted] 25X1
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- (6) The consolidation of graphics facilities into one location within the new building would save an estimated 50% of the present space allocation or 3680 sq. ft. Savings could be accomplished by the reduction in vault areas, spray rooms and other space consuming areas, and would provide office space for an additional 56 employees within the new structure.
- (7) Consolidating the seven (7) graphic facilities within the new building may on occasion create need-to-know aspects concerning material in process. A simple compartmentalization within a central graphics facility is completely feasible and easily provided. Also the personnel engaged in graphics functions will be working in a secure area that can be equipped so as to keep casual visitors removed from actual working areas.
- (8) It is recognized that because of limited space within the new building that there will be Agency components located elsewhere which will require graphics facilities.

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SECRET**4. RECOMMENDATIONS****a. Current Location**

It is recommended that:

- (1) The Graphic Units designated as Items 1, 2, 3, 4 and 11 on Tab A be consolidated into one graphics function under the SSA/DDS, to provide essential graphics service to the DD/P and DD/S Areas and the SSA/DDS; (a) appoint a single supervisor and (b) specifically approve requests for graphics work involving substantial costs.
- (2) The Office of Logistics provide essential space for the operation of this consolidated graphics facility in an area centrally located to serve the components covered in (1) above.

b. New Building

It is recommended that:

- (1) The current plans for seven (7) graphics facilities within the new building be revised to provide for one central facility under the DD/S.
- (2) That prior to centralization of graphics facilities in the new building that another installation under OTR be established to provide graphics support to those Agency components located elsewhere.

Signed

JOHN E. O'GARA
Chief, Management Staff

Attachment: Tab A

The recommendations in paragraph 4 are approved:

Date: 10 APR 1959

H. GATES LLOYD

Acting Deputy Director (Support)

MGT/S:

Distribution: (10 April 1959)

Orig & 1 - D/Pers. & 1 attach.

1 - D/TR & 1 attach.

1 - D/Log. & 1 attach.

1 - Compt. & 1 attach.

1 - SSA/DDS & 1 attach.

1 - Ch/TSS & 1 attach.

3 - DD/S & 1 attach.

1 - Mgt/S Comeback

1 - Mgt/S File & 1 attach.

1 - Mgt/S Chrono

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